

NA 3
11: B 45/4

SEP 9 1977

N. C.
Doc.

NORTH CAROLINA STATE LIBRARY
RALEIGH

CENTRAL BUSINESS DISTRICT UPDATE



BELMONT, N. C.

PREPARED FOR:

The City of Belmont, North Carolina

Billy W. Joye, Jr., Mayor
Carl Howie, City Manager

Councilmen

Clyde Deitz
Mrs. Johnnie Fall
Walter Davis, Jr.
Neely Dixon, Jr.
Mason Rodden

PREPARED BY:

The City of Belmont Planning Board

Preston Taylor, Chairman
R. Dave Hall
Gay Melton
Dick Cromlish
Verlon Forney
Frank Traywick
Hazel Ballard
M. E. Johnson
B. Wayne Coggins
Arch Lineberger
Skip Graham
Fred Lewis

TECHNICAL ASSISTANCE PROVIDED BY:

North Carolina Department of Natural and Economic Resources
Howard N. Lee, Secretary

Division of Community Assistance
Billy Ray Hall, Director

Local Planning and Management Services Section
Lenwood V. Long, Chief

South Piedmont Field Office
Mathey A. Davis, Chief Planner
William M. Maskal, Community Planner
Tracy W. Parlier, Draftsman
Bobbie Barkley, Stenographer

The preparation of this report was financed in part through a comprehensive planning grant from the Department of Natural and Economic Resources of the State of North Carolina.

TABLE OF CONTENTS

	<u>Page</u>
INTRODUCTION	1
BENEFITS OF REVITALIZATION	2
ORGANIZATION OF A CBD REVITALIZATION PROGRAM	3
CBD OVERVIEW	8
CONCLUSION	17
APPENDIX A - CBD PROBLEMS CHECKLIST	
APPENDIX B - A CHECKLIST OF POTENTIAL CBD ASSETS	
	Follows Page
Map 1 - CBD Map - Proposed Loop Road and Parking Facilities	13
Consumer Questionnaire	15

INTRODUCTION

In December of 1970, a Central Business District (CBD) Plan was prepared for Belmont by the Department of Local Affairs, Division of Community Planning (now known as the Division of Community Assistance, Local Planning and Management Services Section). That plan, based upon a series of analytical studies, proposed a revitalization plan for Belmont's Central Business District. Some of the recommendations of this plan have been implemented, but for the most part the revitalization of the CBD remains incomplete and it appears no comprehensive effort is being made to continue the process started in 1970.

Much of the 1970 CBD Plan remains valid today and the problems associated with implementing this plan will be discussed in this report. This update will concentrate on a number of areas that are vital to continuing a revitalization effort of the CBD in Belmont. The following subject areas will be covered:

Benefits of Revitalization of the CBD

Organization of a CBD Revitalization Program

CBD Overview

Recommendations for Revitalization

CBD Assets

Redevelopment Proposals

Digitized by the Internet Archive
in 2017 with funding from
State Library of North Carolina

BENEFITS OF REVITALIZATION

A recent newspaper article asked the question, "Is 'Main Street' on the way back? Can downtown areas, once enlivened by big stores, band concerts, street parades, fine restaurants, theaters, and other highlights of small town life experience a Renaissance?" Based on the efforts to date in North Carolina, this query can be answered with an optimistic, though tentative, "Yes".

There are numerous downtown revitalization efforts underway in North Carolina. In some instances, these are limited in nature: removal of garbage lying in streets and alleys, painting of buildings, and the addition of a few off-street parking spaces. In other cases, the revitalization program is a broad one, including the creation of a pedestrian mall, construction of parking garages, and the encouragement of new retail and office development. These programs range in particulars from large-scale redevelopment in Charlotte to the refacing and painting of buildings in Cornelius, beautification efforts in China Grove, and from new major commercial development in downtown Carboro to Tarboro's restoration of historic buildings.

Just as physical improvements have varied, so have their sources of support. Some central business district improvement programs have successfully relied on local private initiative, while others have been spearheaded by local governments. Still others represent a public-private cooperative effort. Some revitalization programs have been strictly locally financed, while others have depended on a heavy infusion of outside funds.

The revitalization of a central business district requires a number of various elements of which personal commitment in terms of time and money is paramount. The overriding question becomes, "Do the improvements pay off?" There are no guarantees that it will, but based on past performances of revitalization efforts, a recent survey by Menswear Retailers of America (and reported by the Downtown Idea Exchange in February of 1975) shows substantial benefits accruing to downtowns with improvement programs.

This association polled its membership to determine the "effect of revitalization efforts" in their downtowns. The following are the results.

<u>Kind of Effect</u>	<u>Increased</u>	<u>No Change</u>	<u>Decreased</u>
Land Values	47%	40%	13%
Rental Expense	43%	46%	11%
Property Taxes	38%	57%	5%
Downtown Vacancy Rate	15%	29%	56%
Quality Level of Stores	40%	43%	17%

Source: Downtown Idea Exchange, (Vol. 22, No. 4, Feb. 5, 1975, p. 4)

Note, for example, that only 13 percent report land values declined while 87 percent report firm or increased property values. A similar pattern can be noted in vacancy rates: 85 percent report a stable or decreasing vacancy rate, while only 15 percent report an increase in the number of vacancies.

Revitalization of the CBD does not only benefit the merchants. Even though revitalization efforts have differed in many respects, they are generally founded on one common principle -- the undisputed importance of the central business district to the well-being of the entire community. The extent of the downtown revitalization efforts in North Carolina, therefore, reflects recognition in many communities of the CBD as a continuing asset which:

- serves as a focal point for a great deal of community life -- offering a diverse mix of business, employment, cultural, and shopping opportunities.
- generates considerable amounts of tax dollars and revenues, which are essential to the financial health of the entire community.
- is an area of substantial capital investment (both public and private) that is worth saving.
- is one of the oldest parts of the community and contains many buildings and other resources of local importance for historical, cultural, or architectural reasons.
- is an expression of what a community thinks of itself.

ORGANIZATION OF A CBD REVITALIZATION PROGRAM

At the core of the problem of revitalization of a central business district are the purely human considerations. The CBD merchants want to attract people back to the heart of the City, and the consumer desires a place to shop that fulfills his needs for convenience, pleasant surroundings, diversified goods and services and easy access.

It is obvious that some merchants have recognized these factors and have proceeded with individual revitalization efforts on the interiors and exteriors of their buildings. Their efforts have been commendable and have helped improve the CBD, but without a coordinated effort to complete this revitalization on the entire commercial core area, the impact will be diluted and ineffectual. It is, therefore, essential that an on-going working organization be established to act as a catalyst to implement a comprehensive CBD revitalization program. The following organizational framework is presented as a recommendation to continue the work started in the Belmont CBD.

Role of the Public

No matter how broad or narrow in scope the downtown improvement program is to be, it will affect the lives of the residents in the community. It is

essential, therefore, that they have the opportunity to participate in this program and in the decisions which will affect them in the variety of roles they play in the community.

Without some form of public support for the revitalization program, the actual implementation may be delayed, stalled, or opposed. The public can influence the city's decisions on expenditure of municipal monies to assist the revitalization effort or they can even bring suit to block or slow down processes which they consider detrimental, extravagant, or unnecessary.

Viewed as the consumer, the decisions that are made to revitalize the CBD will be useless unless the public concurs with the CBD Association's program. If the public is alienated, they will not support the program or the completed revitalized CBD.

Procedural Steps:

Step 1

Good plans do not guarantee a revitalized CBD, nor does adequate funding insure positive results. Both are necessary and vital, however. Likewise, the involvement of appropriate people in the planning and implementation process and the fact -- not the facade -- of shared leadership and participation are fundamental elements of a successful downtown improvement program.

The basic problem of initiating an organization to implement a revitalization program is to obtain individuals' time, support, ideas, and acceptance of leadership positions. The Belmont Merchants Association and the Chamber of Commerce both have vested interest in this program but cannot be expected to assume all the responsibility for this effort.

The first step then must be to establish an informal discussion session sponsored by these two associations to generate interest and to help in identifying those persons or institutions that will actively participate in implementing this program. The participants of this discussion session should be representative of the community's economic, social, and cultural life. The following list should act as a general guideline for potential participants.

Citizens - Utilize a cross section approach, approaching the young through the schools, political leaders, members of government commissions, and interested consumers.

The Business Community - There are merchants, bankers, and other professional people who have a concern for the economic and social vitality of the community. The industrial leaders of the community should also be requested to participate considering the long traditional role the textile industry has had in shaping the City of Belmont.

Civic Groups - Civic groups can provide leadership and support to government and business. They can promote and sponsor opportunities for public exchange of ideas. Several active individual members of organizations may have sufficient stature and influence to involve key people in the

planning process or to convince organizations to support a downtown improvement program at critical points in the implementation process.

The Academic Community - Belmont is fortunate to have three institutions of higher learning in the community: Belmont Abbey College, Sacred Heart College, and the North Carolina Textile Institution. All three of these institutions have faculty members with a wide range of skills and talent and they can offer a variety of services and resources ranging from technical expertise, data collection, and facilities for workshops in planning or redevelopment activities. If there is no cooperative relationship now existing, it would be useful for the community to initiate contact.

The Media - The press, radio, and television may serve as both catalysts and educators. They can be friend or enemy depending on their understanding of issues and their sources of information. Their relationships with local businesses and their editorials, feature stories, and special promotional coverage of events can assist in early efforts to develop community awareness of the need for downtown revitalization and for specific improvements. By providing continual and objective coverage of actions and activities on the downtown improvement effort and by offering background details on, for example, the need for zoning changes, the media serves an essential educational function.

The release of any information to the news media should be factual, comprehensive, and meet the explicit objectives of the revitalization program. Those persons involved in the program must be available to the media and must take the time to explain their actions and must actively seek support in those instances where indifferent coverage of events has been the pattern of media relations.

Step 2

A revitalization program should incorporate the past planning work that has been done in this area as well as in other planning documents that may be related -- i.e., updated Land Use Survey, Land Development Plan, Housing Survey, and the Central Business District Plan.

The Central Business District Plan (done in 1970) is still relevant to Belmont's revitalization efforts today. (In a later section of this report, additional recommendations will be made to update this plan.) Utilizing the CBD plan should be the basis for opening discussion, modifying the plan or implementing the recommendations of the plan.

Through the use of this approach, the key participants that should be involved in a downtown revitalization program will be identified. Involving these people tends to have a ripple effect. Someone in City Hall knows the bank president or someone in the college (or vice versa). A businessman or merchant knows an architect who knows a developer. The ripple spreads and in a short time preliminary interest is determined. A variety of people have been identified and are committed to explore together the possibilities of doing something to turn around and improve the CBD. Preliminary organization should take place over a period of relatively short duration -- e.g., a month or two.

Step 3 - Exploratory Meetings

The next step involves bringing all these people together for several exploratory meetings. The first meeting should be viewed as an opportunity to do the following:

- to decide how to proceed (formal note taking, who will chair meetings, etc.;)
- to review problems through presentations on certain aspects of the existing downtown situation;
- to identify additional people or groups who need to be involved or represented; and
- to identify additional information the group may need before it can proceed.

At the first meeting, the agenda should allow for the sharing of both information and opinions. Oral, written, and visual reports on physical, economic, and cultural conditions in the central business district can be presented.

If past downtown improvements have failed, time should be set aside to discuss the reasons for failure. Those merchants or businessmen who have improved their buildings, facilities, or services as part of an individual revitalization effort should be allowed to present the advantages or disadvantages of their efforts. Cost figures should be discussed and compared with other communities in the state that have undertaken similar revitalization efforts.

Step 4 - Identifying Problem Areas

One of the most difficult problems of attempting to revitalize a CBD in a small community is to have the participants objectively evaluate their community. It is best to provide the participants with a checklist and take a walking tour of the CBD and evaluate the area utilizing the checklist. (Examples of checklists are provided in the Appendix.) The participants should also evaluate the potential assets of the community and how these assets can be maximized for the improvement of the area.

In addition to the preceeding activities, the group should take time to read and discuss the problem areas identified in the original CBD plan. After the initial meetings, the special areas of concern should have been identified. The next step is to decide on approaches for addressing these particular problems.

Step 5 - Implementation

The implementation of the revitalization program should be conducted in two stages -- the first being short range actions and the second being larger projects which may require further study or larger coordinated expenditures.

The methods of financing the implementation of the revitalization activities include the following methods, but are not limited to only these forms of financing:

1. Downtown Development Corporation

The Downtown Development Corporation activities can range in nature from those typical of a merchants association (e.g. promotions, special events, and parking programs) to carrying out an extensive program of studies, plans, or programs for such matters as parking, redevelopment, street improvements, and taxation. It offers the advantage of raising capital within the community through either assessment of members or the sale of stock. It also offers the potential of involving a large number of local citizens, institutions, and businesses -- all of them investors or contributors -- in the making of decisions.

In addition, the municipality could undertake the CBD improvements and levy a special tax assessment or other method of taxation to pay for the improvements.

2. Not-for-Profit Corporation

Funds are raised on the basis of non-returnable contributions from its members, rather than issuing shares of stock. These donations are, however, tax deductible. In addition, the not-for-profit corporation is exempt from paying federal income tax on its earnings. In particular, its ability to accept tax-deductible donations of money, services, and materials opens the way for support from a broad range of interests, including charitable sources.

The members shares for either financing method can utilize the following methods:

--Percentage of Gross Sales

--Percentage of Assessed Property Value

--Combination of above

--Combination of percentage of sales and of property rental income

--Front footage and/or square footage

--Number of employees

There are other alternative methods of financing CBD revitalization programs on an individual basis, but the above approaches provide a number of advantages over individual methods in terms of actual costs. The main emphasis, however, should be placed on implementation of the program through an on-going working organization that will equally benefit from a concerted effort to improve the CBD.

This first section of this report has placed a major emphasis on developing an organization to deal with revitalizing the CBD. The purpose of this

section was to assist in not only implementing the original CBD plan, but also to establish a group that could continue the redevelopment of the CBD and to establish an "interest committee" to represent the community's concern over the future of the central business district. Blight and some decay have begun, but this trend can be reversed with proper action as soon as possible. The success or failure of any CBD program will be in direct proportion to the degree of commitment expressed by the community.

The next sections of this report will discuss updated information to supplement the original CBD plan.

CBD OVERVIEW

Since the 1970 CBD Plan was completed, the development of additional competitive commercial areas have emerged. The Abbey Plaza, located on North 273 near the I-85 interchange, has had the largest negative impact upon retail trade in the CBD. The plaza offers a variety of stores with ample, well lighted parking, convenient access, and has more operating hours than the CBD. This commercial area not only serves the Belmont area, but also draws from Mount Holly, McAdenville, Lowell, and parts of the surrounding county.

In addition, a large enclosed regional mall has been constructed in Gastonia within easy commuting distance of Belmont. The Mall is fully enclosed with three floors of retail area totaling over 600,000 square feet. This mall, Eastridge, offers two large department stores as major retail anchors with approximately forty specialty stores, personal service shops, and restaurants. The impact of this retail center upon the CBD of Belmont and the surrounding communities has not been measured to date, but the effect of this mall upon these smaller retail centers is assumed to be "negative." However, it is too early to determine what degree of gross sales has been affected since the mall only recently opened.

In terms of the existing CBD of Belmont, the following observations and recommendations have been made to assist the Merchants Association and any future revitalization group that may be established.

Access to the CBD

The main access routes to Belmont's CBD are N. C. Route 7 (North Main Street) and N. C. 273 South to West Catawba Street from N. C. 74 (Wilkinson Boulevard) or from the I-85 interchange. The CBD off these main thoroughfares is approximately one-half mile from either intersection. This is one of the basic problems with the CBD in that it is not easily identified by the passing motorists or the uninformed. The only identifiable signs identifying the existence of the City of Belmont are city identification signs at the intersections of N. C. 273 and 74 and of N. C. 7 and N. C. 74. The first impression of the city's commercial activity and services is that they are limited to the Abbey Plaza and the strip commercial development on N. C. 74. There is no identification that a central business district exists.

In relation to the potential traffic that may utilize the services offered in the CBD, the 1974 Department of Transportation's Traffic Volume Count indicates that approximately 17,000 vehicles pass through the N. C. 74 - 273 intersection daily. The N. C. 74 and N. C. 7 intersections register 10,500 vehicles passing through this intersection. In relation to the traffic flows presently existing in the CBD, North Main Street reports 4200 vehicles daily and Catawba Street reports only 1400.

Recommendation

The Central Business District is not taking advantage of the large available traffic flow and potential consumers within a short distance of the CBD. The present identification signs promote the city as a community of "diversified textile industries" which is an accurate portrayal of the city, but there is no form of promotional sign advertising the other goods and services within the community.

To alleviate this problem, a sign should be erected, at both of the previously mentioned intersections, to promote the CBD. The sign should be uniform in size and designed not to compete with individual advertisers but to basically provide information as to the location of the CBD and the services that are available.

If only ten percent of these vehicles could be diverted into the CBD, this would increase traffic volume by 2750 vehicles a day. This is not to assume that each new motorist will become a customer of the CBD, but the expectations for increased business will increase proportionately to customer awareness. The effects of this form of advertising should be monitored by the Merchants Association through a comparison of gross revenues between corresponding past quarter earnings before the new signs were erected.

CBD Appearance

Buildings are the most important physical component of the central business district -- economically, functionally, and aesthetically. It does little good to improve the flow of traffic, add parking, and landscape if the buildings themselves are eyesores; are covered with metal siding or peeling paint; are obscured by overhanging signs fighting for the passerby's attention; and, generally, are in a state of disrepair. Buildings are the CBD's major physical resource and, therefore, are a key to a successful revitalization program.

In order for Belmont's CBD to compete for commercial trade and remain viable as the primary commercial area of the community, the local merchants and property owners must capitalize on the uniqueness of the city and its physical attributes. In order to accomplish this objective, a coordinated effort of building improvements will have to be undertaken. This should be done on a block by block basis with a general appearance theme being adhered to in order to accent the individual design of the building or to complement adjoining property owners. The basic element of this approach is cooperation between the merchants, property owners, municipality, community, and other interested individuals or institutions. Success of revitalization and improved economic benefits will only succeed through a joint effort of all those affected.

Recommendations

1. The North Main Street area from Woodrow Avenue to the intersection of Catawba Avenue is characterized by two main types of buildings, late 19th century commercial structures and on the west side of the street, single family residential units of both 19th and early 20th century design. These homes are some of the largest in the city and are typical of the architecture for the estate type residence of the period.

This approach to the CBD on North Main Street north from N. C. 74 is characterized by substantial homes, large trees draping over the street, and an abundance of landscaping from Sacred Heart College to the fringe of the CBD. The dominant character of this two block area is not commercial activity, but rather residential.

The commercial owners/occupants on the east side of North Main Street have not attempted to complement this general appearance and therefore have become somewhat isolated and appear out of place.

The buildings in this strip of commercial development are basic brick with storefront designs and no significant architectural features. The exception to this is the contemporary design of the new Security Bank on the corner of Kenwood and North Main Street which has landscaped and set back the building and has improved the area with an attractive distinctive building. The remaining buildings have little continuity in design or appearance other than basic construction.

This simplicity of design should not be viewed as a liability, but as an asset. The facades of these buildings could be easily redesigned with relatively minor costs and efforts to make them uniform and attractive. The addition of awnings, color coordinated exteriors, and uniform placement of signs could improve this area to complement the existing structures.

2. Proceeding south on North Main Street, the first visible sign of commercial activity in the peripheral CBD area is the Lay Realty/Liberty Loan Building which is set back from the street with adequate parking. The face of the building is brick veneer and has a basic storefront design. The open parking area and lack of landscaping provides little recognition to the building and provides a sharp contrast to the residential property across the street. In addition, the adjoining Shell Service Station has been recently refaced utilizing rough wood siding, new windows and doors. The two buildings do not complement each other or the immediate area. The Shell Station has done a good job of refacing the building on an individual basis, but the overall effect on the area is questionable in terms of its impact upon the overall revitalization of the area. A uniform design standard would have been more appropriate and positive in appearance if the merchants in the area would have worked together to upgrade their adjoining buildings.

In the next block, bordered by Woodrow Street to the north and Kenwood Street to the south, the commercial activity becomes more intense. The corner lot is occupied by Sterchi's Furniture with an access parking lot to the south. The next building, formerly occupied by a supermarket, is

vacant and represents the largest unused square footage in the area with about 40,000 square feet on two floors. This block has adequate rear lot parking and easy access to the lot and could be easily converted for multiple commercial uses.

The buildings themselves are storefront in design with either brick veneer or some form of "modern" facing which is individual in design and does not complement each adjoining store. The remaining stores are occupied by six service businesses including two insurance sales, a cash register repair, a beauty shop, an investors office, and a vacant store. Each storefront is different in design and texture, with no uniformity. These storefronts could easily be converted through refacing, painting, and the utilization of common identification signs. There is adequate setback to provide for landscaping and street furniture to complement the area.

The large vacant supermarket store could be converted to additional shops, offices, or even used as a flea market. The area should remain commercial in character and the temptation to rezone this area for more intense uses such as industry should be avoided because the impact of that type of use would be negative to the residential property and would also act as a catalyst for further incompatible conversions of vacant buildings. The presence of a light or heavy industry in a CBD area often creates higher traffic volumes and reduces pedestrian traffic near the industry which affects walk-in traffic for the entire CBD.

3. The next block is bounded by Kenwood Street to the north, Catawba Avenue to the south, and North Main Street to the west.

The block has five businesses located in this section of the CBD. The corner of Kenwood and North Main Street is occupied by an old Exxon station with access from both North Main Street and Kenwood Street. The station is aesthetically unappealing and has peeling paint, poor sign design, and tends to be cluttered, which has a negative impact upon the whole block. The store adjoining it is on Kenwood Street and is occupied by a hardware store. This building has a very simple design and could easily be redesigned into a compatible design with adjoining property.

The remaining buildings in the block are occupied by Parsons Furniture Company, Preston Taylors Survey Office, and the R. J. Stowe Office Building. The Stowe Building has been repainted and has the general theme design of a colonial building. It is plain, simple and attractive in design and sets the basic standard for the intersection. It is directly across from the old post office building which has been converted to the Belmont City Hall. Both of these structures are of a colonial design and complement the entire Central Business District. It would not be too costly or time consuming to apply the general design standards of these two buildings to the buildings of North Main Street.

The buildings located on Catawba Street also have tended to follow this type of design. The florist shop next to the Stowe Building is of two story brick construction and also could be complementary to this design standard with minimum exterior modifications. The Dixon Properties

Realty Office is new and contemporary in design, but utilizes a rustic brick and landscaping to make it a good example of blending contemporary architecture and old established buildings. In the same block with the Dixon Building is the oldest home in Belmont which has been converted into an interior decorating shop. The conversion of this residence to a commercial use complements the CBD with properly designed signs, landscaping, and minimal exterior design changes.

It should be noted, however, that the CBD in this area is not conducive to pedestrian traffic due to the location of a used car lot on the corner of North Glenway and Catawba Street. The presence of this lot does not attract high pedestrian traffic to the area and consequently the Realty Office and the interior decorating shop are isolated from the CBD.

This problem of having high volume commercial activity in the center of the community is further compounded by the presence of another used car lot on the major corner of the CBD at the intersection of Catawba and North Main Street -- on the southeastern corner. This building and land use becomes the major focal point of the CBD when entering from either North Main Street or Catawba Street. It is presently classified as a special use and a permit is required yearly to renew the business. This site should be redeveloped for a retail or other CBD activity that would assist in developing a higher pedestrian traffic flow.

4. The main core of the CBD is bounded by Catawba Street to the north and the railroad to the south running along both sides of North Main Street. North Main Street slopes from the Catawba intersection to the railroad.

The greatest revitalization effort in the CBD has taken place in this area. The City Hall (on the west side of North Main Street) is attractive, neat, and easily accessible. In addition, the shops directly south of City Hall have been refaced in brick and have new awnings and uniform signs. The Stowe Department Store has been repainted as has the old railroad depot -- which is now a boutique. This was a good beginning for revitalization, but unfortunately the trend has not continued. The remaining stores have no consistent character or appearance despite the revitalization efforts of other shop owners. The visual image is still poor due to old, poorly designed signs, awnings, and lack of basic maintenance.

It appears that the halt in revitalization was caused by a general downward spiral in the economy and the gradual lack of interest by the property owners and/or occupants in the CBD. This trend will become more difficult to reverse if adequate steps are not taken to rejuvenate the interest in the CBD. As the 1970 Central Business District Plan points out, traffic circulation and parking appear to be the main factors in the gradual decline of the CBD. It is, therefore, necessary to solve these two main problems as soon as possible. Another major problem of the CBD is the lack of open space or buildable lots for the expansion of commercial activity. The Updated Land Development Plan (completed in 1977) also illustrates the lack of adequate acreage in the city and concludes that the land use in Belmont is relatively complete; this also applies directly to the CBD.

To assist in alleviating the basic problems discussed in this report and the 1970 CBD Plan, the proposed Revitalization Association should be organized as soon as possible. This organization should address itself to two main projects immediately, and the following development proposals will assist in rejuvenating the CBD by expanding commercial activity, generating additional pedestrian traffic, maximizing parking, and providing additional land for commercial activity.

Recommendation:

In the original CBD Plan, a western loop road was proposed at a point where North Main Street intersects with Kenmore Street and continuing it southward between North Main Street and the Stowe property until an intersection is created at North Main Street and Glenway Street near the Southern Railroad. This would form an inner loop around the western side of the CBD heart -- similar to that already served on the eastern side by Glenway Street.

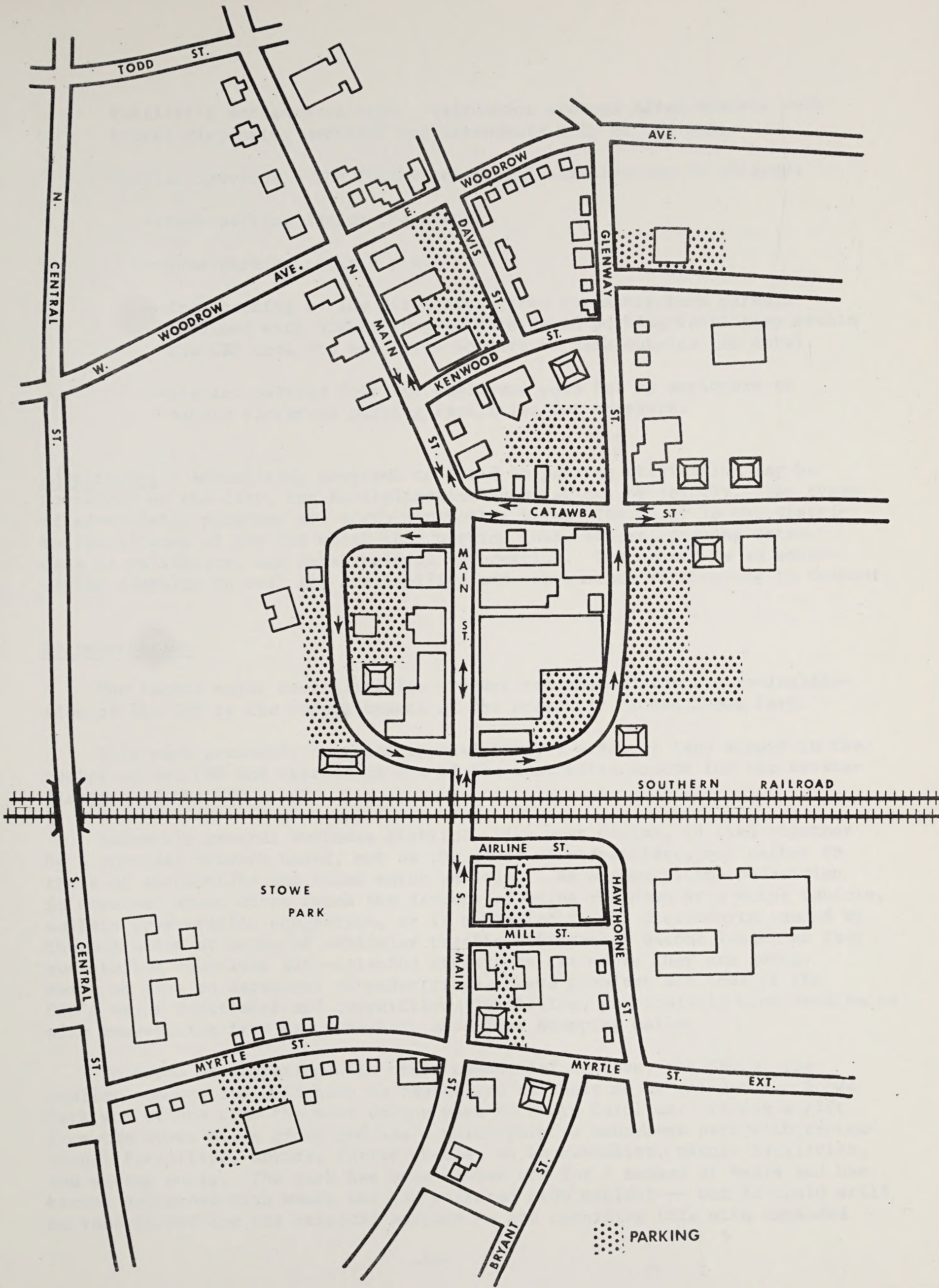
The concept of this western loop was acceptable to the community, but opposition arose as to the location. The opposition primarily related to cost, acquisition of homes in the right-of-way, and the elimination of existing buildings. The concept is still viable and is needed in order to provide adequate traffic circulation, to provide access to available parking at the rear of the North Main Street stores, and to provide access to future building sites to expand the CBD.

A compromise solution for the development of this traffic carrier would be to run the road next to the City Hall and then loop along the Stowe property creating an intersection at North Main Street with Glenway Avenue next to the Southern Railroad Depot (see Map 1).

This road would open up additional parking space and, with the addition of paving, lighting and sidewalks, it would provide an incentive to the merchants on the west side of North Main Street to reface the rear of their stores and provide access to their shops from the parking lots abutting the commercial areas.

This parking area and the additional off-street metered lots for public parking should be taken over by the Revitalization Association. The parking meters should be removed because their use helps deter customers from shopping in areas where they are utilized. While these lots will still have to be maintained and the lease on them paid, the Association should consider alternate means of financing this service. The following means of paying for the use of these lots have been utilized in other cities:

- The Revitalization Association may pay for the lease of the lots and have the city maintain the lots.
- Validation System - Through validation plans, merchants and other downtown businesses can rebate all or part of the parker's charges. The system works easily; shoppers receive a ticket at the parking facility, have it stamped at a participating store, and pay a reduced amount or nothing at all upon presentation of the stamped ticket at the parking



facility's entrance or exit. Validation systems often operate with ticket dispensing machines and attendants only at the exit.

--Special Services - The following special services may be offered:

--free parking during the summer

--free parking after 6 p.m.

--free parking or low first hour rates for short term parkers combined with higher long-term rates in parking facilities within the CBD core (to encourage workers to park outside the core).

--special parking lots for employees paid for by employers to vacate closer-in parking facilities for shoppers.

Advertising - Advertising programs to build up parking utilization may be sponsored by the city, the Revitalization Association, or jointly. Two types of advertising programs are worth mentioning here. The first is the distribution of maps of the CBD which show parking lots, stores, parking rates, data on validation, and other helpful information. The second is an advertising campaign to sell the availability and convenience of shopping in Belmont.

Recommendation

The second major revitalization project recommended for the revitalization of the CBD is the redevelopment of the presently closed Stowe Park.

This park presently occupies approximately 9 acres of land almost in the center of the CBD and represents one of the most vital assets for the revitalization of the CBD.

Belmont's central business district, like most cities, is tied together by a physical network based, not on the needs of pedestrians, but rather on those of automobiles and other motor vehicles. As a result, the pedestrian in downtown areas often faces the dangers of being run down by a motor vehicle, suffers from traffic congestion, or is subjected to the discomforts caused by the pollution or noise of vehicular traffic. Distances become longer as they must follow countless auto-oriented streets to get where they are going. Being an area so dependent on pedestrians, these problems are some of the CBD's major functional and competitive liabilities, particularly when confronted with competition from new suburban, auto-free shopping malls.

In terms of competing with other commercial centers, the CBD of the smaller communities will have to capitalize on their major resources. Stowe Park was at one time the most unique park in North Carolina. It was a gift from the Stowe Mills group and was a multi-purpose amusement park with recreational facilities, movies, ferris wheels, an amphitheater, picnic facilities, and wading pools. The park has been closed now for a number of years and has become overgrown with weeds and has suffered from neglect -- but it could still be redeveloped for its original purpose -- and combining this with expanded

commercial activity could make this area one of the most unique assets to the CBD. It could act as an attraction to draw more pedestrians into the CBD. Additional parking could be added to the front of the park area that is presently occupied by the Rescue Squad and the peripheral areas of the park could be designed for commercial shops.

This could capitalize on the need for additional commercial areas, more parking, assist in generating more consumer interest, and also stabilize this side of the CBD that has experienced the most significant degree of blight.

The city would jointly develop this area with the Revitalization Association to provide a community center and recreation program and at the same time contribute to the city's tax base through the development of additional commercial property.

Short Range Recommendations and Sources of Assistance

1. The City of Belmont is in a good position to evaluate, develop, and implement an ongoing revitalization program that will have a higher degree of success than most communities that have initiated such a program in the past. The basis for this assumption is that a large number of communities similar in size to Belmont or with similar problems have initiated revitalization programs over the past decade and a great deal of practical information is available for implementing a revitalization program.

Once a Revitalization Committee has been established, it is imperative that the members contact local communities that have completed or are in the process of revitalizing their CBD. Mistakes and the lack of effective utilization of local resources are two of the prime elements of making a revitalization effort ineffective. Belmont can learn from other communities' mistakes and capitalize on their successes. The following communities have undertaken a revitalization effort and should be examined prior to implementing a program in Belmont:

Concord, N. C.
Shelby, N. C.
Salisbury, N. C.
Monroe, N. C.
Gastonia, N. C.
Wendell, N. C.

2. A local Consumer Survey should be initiated immediately by the core members of the Revitalization Association. This survey should attempt to define the CBD shoppers' habits and attitudes about why they trade in Belmont. To obtain a comprehensive sampling of the city, the survey should be distributed to the Junior and Senior high school students to be completed by their parents. A family should be requested to complete only one form. In addition, surveys should be available at City Hall, CBD merchants, banks, and other service centers in the CBD.

The following is a sample survey that has been used successfully by other communities.

CONSUMER QUESTIONNAIRE

1. Do you live in Belmont? Yes _____ No _____

If No, how far is your home from downtown Belmont? _____

2. How often do you shop in Belmont (check one)?

Twice a week or more _____ Once a week _____ Twice a month _____

Once a month _____ Seldom _____ Never _____

3. Approximately what percentage of your total shopping spending, not counting groceries, do you spend in Belmont? Check one.

Less than 25% _____ More than 50% _____ Between 25% & 50% _____

4. In your opinion, what are the main shortcomings of Belmont's downtown shopping areas?

Poor selection of goods	_____	Prices seem too high	_____
Poor external appearance	_____	Inconvenient store hours	_____
of stores	_____	Lack of parking spaces	_____
Poor internal appearance	_____	Parking meters	_____
of stores	_____	Narrow sidewalks	_____
Sales people not courteous	_____	Lack of restrooms	_____

5. List any facilities or other stores that in your opinion Belmont should have (please write in):

6. What do you like most about downtown Belmont?

7. What do you dislike most about downtown Belmont?

8. Please check or write in the name of the town you visit most to obtain each of the following items or services:

	Total	Elsewhere			
	Else-				
	where	Gastonia	Mount Holly	Charlotte	Other
	Belmont				
Groceries					
Clothing:					
Men's Clothing					
Work (everyday)					
Dress (suits)					
Shoes (work)					
Shoes (dress)					
Women's Clothing					
Everyday					
Dress					
Shoes (everyday)					
Shoes (dress)					
Children's Clothing					
Everyday (school)					
Dress					
Shoes (everyday)					
Shoes (dress)					
Furniture					
Appliances					
Home Furnishings					
Toys					
Small Hardware					
Building Supplies					
Automobile					
Automobile Repair					
Insurance					
Banking					
Loans					
Legal Aid					
Hospital or Clinic					
Doctor					
Dentist					
Drugs and Medicine					
Barber Shop					
Beauty Shop					
Restaurant					
Entertainment					
Electrician					
Plumber					
Appliance Repair					
Farm/Garden Supplies					

8. Please check or write in the name of the town you visit most to obtain each of the following items or services:

	Belmont	Blair-where	Gastonia	Mount Holly	Charlotte	Other
Farmer/Garden Supplies						
Appliance Repair						
Plumber						
Electrician						
Entertainment						
Restaurant						
Beauty Shop						
Barber Shop						
Drugs and Medicine						
Dentist						
Doctor						
Hospital or Clinic						
Legal Aid						
Loans						
Banking						
Insurance						
Automobile Repair						
Automobile						
Building Supplies						
Small Hardware						
Toys						
Home Furnishings						
Appliances						
Furniture						
Shoes (dress)						
Shoes (everyday)						
Dress						
Children's Clothing						
Shoes (dress)						
Shoes (everyday)						
Dress						
Women's Clothing						
Shoes (dress)						
Shoes (everyday)						
Dress						
Men's Clothing						
Shoes (dress)						
Shoes (work)						
Dress (suits)						
Work (everyday)						
Men's Clothing						
Clothing:						
Groceries						

The results of this survey could be easily tabulated and should give the Revitalization Association an accurate perspective of the advantages and disadvantages of the CBD. The survey may also assist in developing community participation.

3. The following associations or institutions have been actively involved in CBD revitalization programs and are good resources to assist in developing an active revitalization program.

Small Business Administration

Assistance

502 Program
Regional Office - Charlotte, N. C.
Addison Building
704-372-0711

Under the U. S. Small Business Administration's Section 502 Program, downtown development corporations are eligible to receive low interest loans and loan guarantees for the purpose of creating or improving retail facilities for small businessmen. This program can create significantly lower costs for the development corporation in carrying out such a project. Loans directly from the SBA carry an interest rate of only 6-5/8 percent, while guarantees by the SBA of bank loans can help to lower interest rates to well below the prevailing rate.

Farmers Home Administration

The FHA is authorized to make or guarantee loans to further business and industrial development and to establish enterprises in rural areas. Eligible areas include open country and communities of up to 50,000 population with priority given to those having less than 25,000.

Brick & Tile Service, Inc.
Greensboro, N. C.

The Brick and Tile Service has offered local North Carolina communities with technical assistance in refurbishing brick facings on buildings, in developing small areas, and the use of brick in developing walkways, landscaping plans, and basic community appearance plans utilizing brick.

Sherman Williams Paints, Inc.

The Sherman Williams Company has offered technical assistance in utilizing paint to restore deteriorating buildings exterior appearance. They have assisted in developing color-coordinated paint schemes to beautify CBD's in a number of communities. Their

beautification program representative may be contacted through any Sherman Williams paint dealer.

The National Clean-up,
Paint-up, Fix-up Bureau
1500 Rhode Island Avenue, NW
Washington, D. C. 20005

The Bureau, a non-profit foundation, offers recommendations, free assistance, services, and materials to help start and carry out successful campaigns. The Bureau also sponsors a National Cleanest Town Achievement Award Contest which is geared to the degree of achievement that a community can attain through voluntary efforts of the program.

N. C. State Agricultural
Extension Service
N. C. State University
Agricultural Extension Service
Raleigh, N. C.

Offers free assistance in general landscaping and plant material as well as assistance in setting up programs of action.

CONCLUSION

The City of Belmont, like many other communities, has experienced the increasing competition for commercial trade and in some cases apathy has set in which has made revitalization efforts difficult and often frustrating. The plans and recommendations that have been prepared are developed as general guides in which a community can begin to implement proposals. The plans are not final or a static document that must be adopted and followed to the letter. This would be unrealistic because, as the plan is implemented, additional data, information, and problems will arise that will require compromise or modification. It is the major purpose of this updated report to illustrate a formal organization that must be developed in order to implement specific proposals. The City of Belmont has a number of positive assets that make it desirable to revitalize. The main emphasis then becomes challenging the community to recognize this factor and work together toward a mutually acceptable program of revitalization.

beneficial program representative
may be contacted through my Sherman
William paint dealer.

The Bureau, a non-profit foundation,
offers recommendations, free assistance,
services, and materials to help start
and carry out successful campaigns.
The Bureau also sponsors a National
Cleanest Town Movement Award Contest
which is geared to the degree of
achievement that a community can attain
through voluntary efforts of the pro-
gram.

Offers free assistance in general
landscaping and plant material as well
as assistance in setting up programs
of action.

The National Clean-up,
Paint-up, Fix-up Bureau
1300 Rhode Island Avenue, NW
Washington, D. C. 20005

N. C. State Agricultural
Extension Service
N. C. State University
Agricultural Extension Service
Raleigh, N. C.

CONCLUSION

The City of Belmont, like many other communities, has experienced the
increasing competition for commercial trade and in some cases simply has not
in which has made revitalization efforts difficult and often frustrating.
The plans and recommendations that have been prepared are developed as general
guides in which a community can begin to implement proposals. The plans are
not final or a static document that must be adopted and followed to the letter.
This would be unrealistic because, as the plan is implemented, additional data,
information, and problems will arise that will require compromises or modifica-
tion. It is the major purpose of this updated report to illustrate a formal
organization that must be developed in order to implement specific proposals.
The City of Belmont has a number of positive assets that make it desirable
to revitalize. The main emphasis then becomes challenging the community to
recognize this factor and work together toward a mutually acceptable program
of revitalization.

APPENDIX A

CBD PROBLEMS CHECKLIST

1. GENERAL APPEARANCE

- ☐ a. Cluttered, unattractive entrances to CBD.
- ☐ b. Lack of landscape plantings and green spaces.
- ☐ c. Dirty, littered streets, sidewalks and alleys.
- ☐ d. Visual chaos of poles, signs and wires.
- ☐ e. Lack of design harmony among buildings.
- ☐ f. Lack of views, vistas, and visual focal points.

2. BUILDINGS

- ☐ a. Poorly maintained exterior appearance.
- ☐ b. Drab, uninteresting interiors.
- ☐ c. Functionally obsolete size and shape.
- ☐ d. Vacant upper stories.
- ☐ e. Dirty, cluttered rear entrances.
- ☐ f. Inharmonious remodeling.
- ☐ g. Absentee ownerships.

3. SIGNS

- ☐ a. Excessively large.
- ☐ b. Overhand public right-of-way.
- ☐ c. Poorly maintained.
- ☐ d. Gaudy, garish and ugly.
- ☐ e. Difficult to read.
- ☐ f. Poorly designed.
- ☐ g. Inharmonious with building architecture.

4. STREETS AND ALLEYS

- ☐ a. Too narrow for traffic and parking needs.
- ☐ b. Poor surface condition.
- ☐ c. Inadequate storm drainage.
- ☐ d. Lack proper markings and directional signs.
- ☐ e. Rough railroad crossings
- ☐ f. Dirty and littered.

APPENDIX A

CBD PROBLEMS CHECKLIST

1. GENERAL APPEARANCE

- a. Cluttered, unsatisfactory entrances to CBD.
- b. Lack of landscape plantings and green spaces.
- c. Dirty, littered streets, sidewalks and alleys.
- d. Visual chaos of poles, signs and wires.
- e. Lack of design harmony among buildings.
- f. Lack of views, vistas, and visual focal points.

2. BUILDINGS

- a. Poorly maintained exterior appearance.
- b. Dull, uninteresting interiors.
- c. Functionally obsolete size and shape.
- d. Vacant upper stories.
- e. Dirty, cluttered rear entrances.
- f. Inharmonious remodeling.
- g. Wrecked awnings.

3. SIGNS

- a. Excessively large.
- b. Overhand public right-of-way.
- c. Poorly maintained.
- d. Gaudy, garish and ugly.
- e. Difficult to read.
- f. Poorly designed.
- g. Inharmonious with building architecture.

4. STREETS AND ALLEYS

- a. Too narrow for traffic and parking needs.
- b. Poor surface condition.
- c. Inadequate storm drainage.
- d. Lack proper markings and directional signs.
- e. Rough railroad crossings.
- f. Dirty and littered.

5. TRAFFIC

- ☐ a. Congested, slow moving.
- ☐ b. Inconvenient circulation pattern.
- ☐ c. Turning conflicts of intersections.
- ☐ d. Loading zone conflicts.
- ☐ e. Poor access routes to CBD.
- ☐ f. Through traffic conflicts.
- ☐ g. Excessive truck traffic.

6. PARKING

- ☐ a. Insufficient number of spaces.
- ☐ b. On-street spaces conflict with traffic.
- ☐ c. Unattractive, poorly designed lots.
- ☐ d. Inconvenient locations.
- ☐ e. Dirty, muddy or rough surface.
- ☐ f. Poorly lighted.
- ☐ g. Slow turn-over.
- ☐ h. Employees use prime customer spaces.
- ☐ i. Spaces too small, difficult to use.
- ☐ j. Obsolete fee structure.

7. PEDESTRIAN FACILITIES

- ☐ a. Rough, broken sidewalks.
- ☐ b. High curbs.
- ☐ c. Pedestrian-automobile conflicts.
- ☐ d. Dark side streets.
- ☐ e. Unattractive routes between stores and parking areas.
- ☐ f. Lack of benches, fountains, rest rooms, phones, trash containers, and information centers.
- ☐ g. No protection from inclement weather.
- ☐ h. Narrow sidewalks.
- ☐ i. Excessive noise, dust, or objectionable odors.

2. TRAFFIC

- a. _____ Unimproved, low volume.
- b. _____ Inconvenient circulation pattern.
- c. _____ Traffic conflict of intersections.
- d. _____ Loading zone conditions.
- e. _____ Poor access to the CBD.
- f. _____ Through traffic conditions.
- g. _____ Excessive travel time.

3. PARKING

- a. _____ Insufficient number of spaces.
- b. _____ On-street spaces conflict with traffic.
- c. _____ Unattractive, poorly designed lots.
- d. _____ Inconvenient locations.
- e. _____ Dirty, noisy or ugly surface.
- f. _____ Poor lighting.
- g. _____ Slow turnover.
- h. _____ Employees use street corner spaces.
- i. _____ Spaces too small, difficult to use.
- j. _____ Obsolete fee structure.

4. PEDESTRIAN FACILITIES

- a. _____ Rough, uneven sidewalks.
- b. _____ High curbs.
- c. _____ Pedestrian-vehicle conflicts.
- d. _____ Poor sight triangles.
- e. _____ Inadequate space between stores and parking areas.
- f. _____ Lack of benches, fountains, rest rooms, phones, trash containers, and other amenities.
- g. _____ No protection from inclement weather.
- h. _____ Narrow sidewalks.
- i. _____ Excessive noise, odor, or objectionable views.

8. LAND USE

- ☐ a. Lack of major shopping store.
- ☐ b. Non-commercial dead spots in shopping frontage.
- ☐ c. Excessive vacant buildings and land.
- ☐ d. Lack of room for expansion.
- ☐ e. Objectionable uses that produce noise, dust, odors, smoke, or traffic conflicts.
- ☐ f. Lack of compact, convenient retail core.
- ☐ g. Outlying retail uses compete with CBD.

9. UTILITIES

- ☐ a. Water system old and under-sized.
- ☐ b. Inadequate fire demand storage, pressure, or hydrants.
- ☐ c. Sanitary sewer old and under-sized.
- ☐ d. Poor storm drainage.
- ☐ e. Tangled mess of overhead wires.
- ☐ f. Inadequate, unattractive street lighting.
- ☐ g. Streets continually torn up for repairs.

10. MERCHANDISING AND CUSTOMER RELATIONS

- ☐ a. Limited selection and variety.
- ☐ b. Lack competitive pricing.
- ☐ c. Poor quality.
- ☐ d. Unattractive window and interior displays.
- ☐ e. Lack prompt and courteous attention to customers.
- ☐ f. Lack of product knowledge.
- ☐ g. Irresponsible service and maintenance practices.
- ☐ h. Obsolete styles.
- ☐ i. Failure to recognize potential markets.

11. COMMUNITY ATTITUDE

- ☐ a. No community concern or pride in CBD.
- ☐ b. Businessmen not interested in improving their stores.
- ☐ c. No public-private cooperation.
- ☐ d. It's too late to save the CBD.
- ☐ e. No imagination.

8. CASH USE

- a. Lack of major shopping areas
- b. Non-commercial dead spots in shopping freeways
- c. Excessive vacant buildings and land
- d. Lack of room for expansion
- e. Objections to new retail products, noise, dust, odors, smoke, or traffic conditions
- f. Lack of support, convenient retail core
- g. Existing retail areas compete with CBD

9. UTILITIES

- a. Water system old and under-sized
- b. Inadequate fire demand storage, pressure, or hydrants
- c. Sewerage system old and under-sized
- d. Poor storm drainage
- e. Inadequate gas or overhead wires
- f. Inadequate, unattractive street lighting
- g. Street conditions poor for repairs

10. MERCHANDISING AND CUSTOMER RELATIONS

- a. Limited selection and variety
- b. Poor competitive pricing
- c. Poor quality
- d. Unattractive window and interior displays
- e. Lack prompt and courteous attention to customers
- f. Lack of product knowledge
- g. Inadequate service and maintenance practices
- h. Outdated styles
- i. Failure to recognize potential markets

11. COMMUNITY ATTITUDE

- a. No community concern or pride in CBD
- b. Businesses not interested in improving their scores
- c. No public-private cooperation
- d. It's too late to save the CBD
- e. No legislation

- ☐ f. Nobody wants to spend money.
- ☐ g. Don't need any help.

12. PLANNING ACTIVITY

- ☐ a. No active planning agency.
- ☐ b. No plans prepared for CBD improvement.
- ☐ c. Plan prepared, but gathering dust.
- ☐ d. Inadequate or no zoning ordinance.
- ☐ e. Inadequate or no construction codes.
- ☐ f. Inadequate or no sign regulations.

13. AREA TRENDS

- ☐ a. New regional shopping center within 60 miles.
- ☐ b. New highway connection to major cities.
- ☐ c. Declining rural population.
- ☐ d. Neighboring community has improved CBD.
- ☐ e. Unstable employment base.
- ☐ f. Workers commuting farther to larger cities.

14. OTHER

- ☐ a. _____
- ☐ b. _____
- ☐ c. _____
- ☐ d. _____
- ☐ e. _____
- ☐ f. _____
- ☐ g. _____

- _____ f. Nobody wants to spend money.
- _____ g. Don't need any help.

12. PLANNING ACTIVITY

- _____ a. No active planning agency.
- _____ b. No plans prepared for CDD improvement.
- _____ c. Plans prepared, but gathering dust.
- _____ d. Inadequate or no zoning ordinance.
- _____ e. Inadequate or no construction codes.
- _____ f. Inadequate or no sign regulations.

13. AREA TRENDS

- _____ a. New regional shopping center within 50 miles.
- _____ b. New highway connected to major cities.
- _____ c. Declining birth population.
- _____ d. Neighboring community has improved CDD.
- _____ e. Unstable employment base.
- _____ f. Workers commuting farther to larger cities.

14. OTHER

_____	a.
_____	b.
_____	c.
_____	d.
_____	e.
_____	f.
_____	g.

APPENDIX B

A CHECKLIST OF POTENTIAL CBD ASSETS

1. GENERAL APPEARANCE

- ☐ a. Interesting skyline if clutter eliminated.
- ☐ b. Open spaces could be landscaped.
- ☐ c. Vistas could be created to certain major buildings.
- ☐ d. Unifying design concept possible among buildings.
- ☐ e. Unnecessary poles, signs and wires could easily be removed.
- ☐ f. _____

2. BUILDINGS

- ☐ a. Buildings with interesting architectural details.
- ☐ b. Buildings of historical value.
- ☐ c. Rear entrances could be improved.
- ☐ d. Vacancies allow space for expansion.
- ☐ e. Most buildings in sound structural condition.
- ☐ f. _____

3. SIGNS

- ☐ a. Obsolete signs easily removed.
- ☐ b. Interesting old signs to restore.
- ☐ c. Sign panels harmonizing with building possible.
- ☐ d. Flush mounted wall signs could be easily viewed.
- ☐ e. Uniform "under-canopy" signs could be used.
- ☐ f. _____

4. STREETS AND ALLEYS

- ☐ a. Wide main street right-of-way.
- ☐ b. Pavement width could be reduced.
- ☐ c. Traffic markings and signs easily replaced.
- ☐ d. Regular street clean-up program could be initiated.
- ☐ e. Street resurfacing could be programmed.
- ☐ f. _____

A RECKONING OF POTENTIAL CAR ASSETS

1. GENERAL APPARATUS

- a. _____ Interesting skyline if clearly illuminated.
- b. _____ Open spaces could be landscaped.
- c. _____ Views could be created to certain major buildings.
- d. _____ Building design concepts possible among buildings.
- e. _____ Unnecessary poles, signs and wires could easily be removed.
- f. _____

2. BUILDINGS

- a. _____ Buildings with interesting architectural details.
- b. _____ Buildings of historical value.
- c. _____ Mass structures could be improved.
- d. _____ Structures allow space for expansion.
- e. _____ Mass buildings in sound structural condition.
- f. _____

3. SIGNS

- a. _____ Obsolete signs easily removed.
- b. _____ Interesting old signs to restore.
- c. _____ Signs could be interesting with building possible.
- d. _____ Signs mounted with signs could be easily viewed.
- e. _____ "Future" "ghost-signs" signs could be used.
- f. _____

4. STREETS AND ALLEYS

- a. _____ Wide main street light-of-way.
- b. _____ Improved width could be reduced.
- c. _____ Traffic markings and signs easily replaced.
- d. _____ Regular street clean-up program could be initiated.
- e. _____ Street landscaping could be programmed.
- f. _____

5. TRAFFIC

- ☐ a. Traffic could circulate around main shopping street.
- ☐ b. One-way movements could be eliminated.
- ☐ c. Some turning movements could be eliminated.
- ☐ d. Through traffic could bypass CBD.
- ☐ e. Better locations possible for loading zones or bus stops.
- ☐ f. _____

6. PARKING

- ☐ a. Some on-street spaces could be eliminated.
- ☐ b. Locations available for more off-street parking.
- ☐ c. Existing parking lot design and layout could be improved.
- ☐ d. Space available for landscaping and screening.
- ☐ e. Employees could park in other locations than customer spaces.
- ☐ f. _____

7. PEDESTRIAN FACILITIES

- ☐ a. Sidewalks could be widened.
- ☐ b. Spaces for benches, fountains and restrooms could be created.
- ☐ c. Landscaped arcade through mid-block to parking area possible.
- ☐ d. Mall or semi-mall could be developed.
- ☐ e. Canopy could be installed along entire street.
- ☐ f. _____

8. LAND USE

- ☐ a. Reasonably compact shopping core.
- ☐ b. Some non-CBD uses would be willing to relocate.
- ☐ c. No major outlying commercial uses yet.
- ☐ d. Good variety of retail uses.
- ☐ e. Adjacent land available for expansion.
- ☐ f. _____

9. UTILITIES

- ☐ a. Water and sewer systems feasible to improve.
- ☐ b. Overhead wires could be relocated or placed underground.
- ☐ c. Street lighting ready soon for replacement.

2. TRAFFIC

- a. Traffic could be eliminated by closing street.
- b. One-way movement could be eliminated.
- c. Some turning movements could be eliminated.
- d. Traffic could be eliminated by closing street.
- e. Traffic could be eliminated by closing street.

3. PARKING

- a. Some parking spaces could be eliminated.
- b. Parking spaces could be eliminated by closing street.
- c. Parking spaces could be eliminated by closing street.
- d. Some parking spaces could be eliminated by closing street.
- e. Parking spaces could be eliminated by closing street.

4. PEDESTRIAN FACILITIES

- a. Pedestrian facilities could be eliminated.
- b. Pedestrian facilities could be eliminated by closing street.
- c. Pedestrian facilities could be eliminated by closing street.
- d. Pedestrian facilities could be eliminated by closing street.
- e. Pedestrian facilities could be eliminated by closing street.

5. LAND USE

- a. Some land use could be eliminated.
- b. Some land use could be eliminated by closing street.
- c. Some land use could be eliminated by closing street.
- d. Some land use could be eliminated by closing street.
- e. Some land use could be eliminated by closing street.

6. UTILITIES

- a. Some utilities could be eliminated.
- b. Some utilities could be eliminated by closing street.
- c. Some utilities could be eliminated by closing street.

- _____ d. Storm drainage can be improved.
- _____ e. Utility companies cooperative and interested in community.
- _____ f. _____

10. MERCHANDISING AND CUSTOMER RELATIONS

- _____ a. Good market available for quality goods and services.
- _____ b. Experienced and knowledgeable businessmen.
- _____ c. Active Chamber of Commerce.
- _____ d. Aggressive and creative young businessmen.
- _____ e. Some businesses draw from outside trade area.
- _____ f. _____

11. COMMUNITY ATTITUDE

- _____ a. Strong community spirit.
- _____ b. Have worked for educational, recreational, and medical service improvements in past.
- _____ c. Progressive local government.
- _____ d. Government and business will cooperate.
- _____ e. Take pride in high quality of local improvements.
- _____ f. _____

12. PLANNING ACTIVITY

- _____ a. Active planning agency and planning program.
- _____ b. Good Zoning Ordinance.
- _____ c. CBD Plan has been discussed.
- _____ d. Public officials recognized value of professional assistance.
- _____ e. Funds available for continuing planning program.
- _____ f. _____

13. AREA TRENDS

- _____ a. Trade area population has increased spendable income.
- _____ b. Larger farms require more goods and services.
- _____ c. Our community is center for governmental, educational, or medical services.
- _____ d. Good recreational or tourism potential.
- _____ e. Metropolitan population decentralizing into our trade area.
- _____ f. _____

- _____ d. Strong exchange rate for imports.
- _____ e. Utility companies unresponsive and interested in community.
- _____ f. _____

10. MERCHANDISING AND CUSTOMER RELATIONS

- _____ a. Good assets available for quality goods and services.
- _____ b. Experienced and knowledgeable businessmen.
- _____ c. Active Chamber of Commerce.
- _____ d. Aggressive and creative young businessmen.
- _____ e. Some businesses free from outside trade area.
- _____ f. _____

11. COMMUNITY ATTITUDE

- _____ a. Strong community spirit.
- _____ b. Little interest for educational, recreational, and medical services.
- _____ c. Progressive local government.
- _____ d. Government and business will cooperate.
- _____ e. There is high quality of local government.
- _____ f. _____

12. PLANNING ACTIVITY

- _____ a. Active planning agency and planning program.
- _____ b. Local zoning ordinance.
- _____ c. Land plan has been discussed.
- _____ d. Public officials recognized value of professional assistance.
- _____ e. Funds available for conducting planning program.
- _____ f. _____

13. AREA TRENDS

- _____ a. Trade area population has increased appreciable income.
- _____ b. Larger income residents more goods and services.
- _____ c. Our community is center for governmental, educational, or medical services.
- _____ d. Good recreational or cultural potential.
- _____ e. Metropolitan population decentralized into our trade area.
- _____ f. _____

14. OTHER

- a.

- b.

- c.

- d.

- e.

- f.

_____	a. _____
_____	b. _____
_____	c. _____
_____	d. _____
_____	e. _____
_____	f. _____

